"It is the long history of humankind (and animal kind, too) those who learned to collaborate and improvise most effectively have prevailed."

- Charles Darwin
2017-2018 was an incredibly active year for the Health Care Human Resource Sector Council. It is with great pride that we present to you the year in review. The following are highlights of the accomplishments detailed in this report.

Over the year, the Council actioned the second year of the Three-Year Sector Council (2016-19) Agreement, funded by the Nova Scotia Department of Labour and Advanced Education, under the three Strategic Directions set out in the agreement:

**Strategic Direction 1: Provide Leadership in Human Resource Innovation, Research and Knowledge Transfer**

- Distance Learning in Rural Areas – Needs Assessment and Inventory of current on-line learning resources complete and available on the Council’s website.
- Subject Specific Knowledge Transfer – Increase capacity for The Working Mind program (Mental Health Commission of Canada) through facilitator training for six representatives of the Continuing and Community sectors and subsequent delivery of the one-day Manager/Supervisor and half day Direct Care staff to over 300 participants.
- Increased Knowledge of compassion fatigue and self-care in the continuing and community care sectors to support productivity and decrease sick time - the delivery of four Compassion Fatigue and the Helping Professional workshops, facilitated by Barefoot Consulting to ninety-one participants.

**Strategic Direction 2: Promote A Sustainable Workforce through Facilitation and Collaboration**

- Increased opportunity for employer/career seekers connection to raise capacity for recruitment in the continuing and community care sectors – launch of the on-line employer profiles on the Council’s website.
- Information to ensure the right mix of individuals are matched with employer HR needs in the continuing and community care sectors – research and development of the on-line career exploration tool for Continuing Care and Residential Care Works as a tool for NS Career Practitioners, Guidance Counsellors and Career seekers.
- Development of up to date career information and career promotion information – development of a career brochure for Residential Care Workers included on the Council’s career resources website.

**Strategic Direction 3: Champion A Diverse, Culturally Competent Workforce**

- Improved leadership skills to support the recruitment and retention of underrepresented groups in the Nova Scotia continuing care sector – support of the Northwood Inc. diversity leadership program.

We wish to thank the Department of Health and Wellness for their support of the Western Zone Home Support Nursing Leadership Program facilitated by Alison McEachern and for supporting two Continuing Care participants in The Working Mind Train-the-Trainer program through the NS Nursing Strategy. We appreciate the Department’s continued support in 2018-2019 in the delivery of the Northern Zone Home Support Nursing Leadership Program and The Working Mind Program.

In addition to the many accomplishments featured in the annual report, we would like to highlight the partners and stakeholders who make our work possible.

Thank you to the members of the Project Advisory Group who provided subject matter expertise in the development of the Career Exploration Tool: Joe Brown, Department of Labour and Advanced Education; Cathy Casey, Nova Scotia Career Development Association; Elizabeth Cooke-Sambu, Nova Scotia Works Employment Services Centre (CANSA); Judy Heffern, CGO (Community Governed Nursing Homes in Nova Scotia); Janine Hussey, New Dawn Enterprises; Barry Jack, Our Neighbourhood Living Society; Pam Shipley, CCA Program and Dementia Understanding the Journey (HANS); Kathy Smith, APTEC (Aboriginal Peoples Training & Employment Commission).

To our project consultants: Ruth Jeppesen, June MacDonald, Price-MacDonald & Associates Inc.; Alison MacEachern, MacEachern & Associates; Morah McEachern, MJM Associates; Gerard Murphy, Barefoot Consulting.

To the Board of Directors for their dedication to the Council, your time and expertise is sincerely appreciated. We wish retiring members, Patricia Bland, Kelly Kennedy-Pippy, Helen March and Mohamed Yaffa success in their future initiatives.

A special thank you to Catherine Martin, Administrative Coordinator, who keeps all the cogs in the team moving. In addition to her administrative duties, Catherine is our website designer and administrator, writer and designer of the Council’s written materials including the annual report and career brochures and represents the Council at career fairs and events. Also, thank you to Cheryl Smith for her financial services.
2017-2018 ACHIEVEMENTS

Great things in business are never done by one person; they’re done by a team” - Steve Jobs

Needs Assessment
The Human Resource Training Gap online survey was developed to collect feedback from the Council’s stakeholder communities of health and community services to provide valuable information on demographics and the gaps that are present in human resource training.

The consultant, Morah MacEachern, MJM Consulting, with input by the Executive Director, developed the survey, comprised of 7 questions with an estimated completion time of 2 minutes. The electronic survey was sent to 139 respondents with a completed return rate of 37 (26%). The survey results are incorporated into The Inventory of Learning Opportunities for Health and Community Care Employers and form the development of the online learning to fill identified gaps. A copy of the survey is available at www.hcsc.ca.

Learning Inventory
The Inventory of Learning Opportunities for Health and Community Care Employers, Phase 2, the research and development of an inventory of existing on-line resources as identified by stakeholders, has been completed by Morah MacEachern, MJM Consulting. The Inventory is available on the Council’s website. https://hcsc.ca/learning-inventory/
Phase 3: Development of the Online Learning to meet identified gaps is in progress.

Employer Profiles
The Employer profile component of the Resource Guide for Nova Scotia Career Practitioners Working with Health and Community Service sector employers has been included on the Council’s website www.hcsc.ca/employer-profiles/. To date, twelve employer profiles are available on the website. Catherine Martin continues to reach out to continuing and community care employers. This resource complements the career information currently included on the website and that of the Department of Labour and Advanced Education.
OUR FEATURED TRAINING

Compassion Fatigue

In collaboration with Barefoot Facilitation Inc. we offered 3 workshops in Berwick, Sydney and Halifax which proved to be highly successful and well attended.

Compassion fatigue is the “cost of caring” for others in emotional pain. It is the profound emotional and physical “erosion” that helping professionals may experience over the course of their career. The helping professionals have gradually begun to recognize that workers are profoundly affected by the work they do and organizations are creating more supportive work environments to help staff prevent and manage the impact of compassion fatigue.

During this interactive workshop, attendees learned about the signs and symptoms of compassion fatigue and how to identify personal self-care strategies to deal with compassion fatigue.

Responsive Leadership Program

Northwoodcare Inc. has invested a significant amount of time and resources over the past several years in developing a framework to inform diversity policies and training within the organization. The organization has committed to the delivery of a core cultural awareness program for all staff.

Recognizing that leaders and managers within organizations are primarily responsible for the success of diversity policies within their organizations, Northwoodcare Inc. is supporting its leaders with leadership training and development that helps them bring out the best in themselves and their employees to align with the organization’s diversity training.

The Responsive Leadership Program is facilitated by Alison McEachern an organizational development consultant with more than 25 years of experience in the design and facilitation of customized training.

The information finalized the workshop design and materials to support these leaders in their role through:
• Building a collaborative and respectful team culture
• Diagnosing individual employee needs and performance goals
• Providing effective performance feedback
• Diagnosing the performance needs of staff and design a development plan for each individual
• Valuing the importance of their role in the fulfilling the mission of the agency and in addressing a pressing social need

Western Zone Nursing Leadership Program

The Western Zone Home Support Nursing Leadership Program, funded by the Department of Health & Wellness, and facilitated by Alison McEachern, McEachern & Associates Consulting Inc. was delivered in Bridgewater.

A total of 9 Senior Nurse Leaders took part in the program, representing the following facilities:
• Lunenburg County Home Support Agency
• Digby Clare Home Support Service
• Yarmouth Argyle Home Support Services
• Hillside Pines
• VON

Upon successful completion of the program, each participant received a Certificate of Completion. Participant evaluations rated the program 5 of 5 in all aspects of delivery and content.
THE WORKING MIND (TWM)


Over 300 individuals have completed the training over the past year, including 2 full day manager sessions in Berwick and Sydney and 4 half-day direct care staff sessions in New Brunswick sponsored by the Council.

Supporting Productive and Healthy Workplaces in the Continuing and Community Care Sectors the Working Mind Program (TWM) through the Mental Health Commission of Canada (MHCC), is a science and evidence-based program, designed to address, and promote mental health and reduce the stigma of mental illness in a workplace setting.

The Working Mind program is centered around the Mental Health Continuum Model, and the overall goals are to reduce stigma and increase resiliency in employees and managers. These programs include scenario-based, practical applications and custom videos of people with lived experience of mental illness, reference guides and related handouts.

Program Goals
- To support the mental health and wellbeing of employees
- To enable the full productivity of employees
- To ensure the workplace is respectful and inclusive of all employees, including those with mental health problems and mental illness
- To encourage employees to seek help for mental health problems and mental illness

There is a one day program for managers & supervisors as well as a half day workshop (4 hours) for direct-care staff.

In 2018-2019 the Council will sponsor the certification of two additional trainers with the goal of expanding the delivery of the program within the Continuing Care and Community Care sectors of Nova Scotia. The goal is to deliver 8 regional one day sessions for managers/supervisors across the province and 24 regional half day sessions for employees.

Any inquiries about the program can be directed to Debbie Stewart by email at stewart@hcsc.ca or telephone 902-832-2554

### MENTAL HEALTH CONTINUUM MODEL

<table>
<thead>
<tr>
<th>HEALTHY</th>
<th>REACTING</th>
<th>INJURED</th>
<th>ILL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal fluctuations in mood</td>
<td>Nervousness, irritability, sadness</td>
<td>Anxiety, anger, pervasive sadness, hopelessness</td>
<td>Excessive anxiety, easily enraged, depressed mood</td>
</tr>
<tr>
<td>Normal sleep patterns</td>
<td>Trouble sleeping</td>
<td>Restless or disturbed sleep</td>
<td>Unable to fall or stay asleep</td>
</tr>
<tr>
<td>Physically well, full of energy</td>
<td>Tired, low energy, muscle tension, headaches</td>
<td>Fatigue, aches and pains</td>
<td>Exhaustion, physical illness</td>
</tr>
<tr>
<td>Consistent performance</td>
<td>Procrastination</td>
<td>Decreased performance, pessimism</td>
<td>Unable to perform duties, absenteeism</td>
</tr>
<tr>
<td>Socially active</td>
<td>Decreased social activity</td>
<td>Social avoidance or withdrawal</td>
<td>Isolation, avoiding social events</td>
</tr>
</tbody>
</table>

### ACTIONS TO TAKE AT EACH PHASE OF THE CONTINUUM

- **Focus on task at hand**
- **Break problems into manageable chunks**
- **Identify and nurture support systems**
- **Maintain healthy lifestyle**
- **Recognize limits**
- **Get adequate rest, food, and exercise**
- **Engage in healthy coping strategies**
- **Identify and minimize stressors**
- **Identify and understand own signs of distress**
- **Talk with someone**
- **Seek help**
- **Seek social support instead of withdrawing**
- **Seek consultation as needed**
- **Follow health care provider recommendations**
- **Regain physical and mental health**
By age 40, about 50% of the population will have or have had a mental illness.

DID YOU KNOW... 500,000 Canadians will miss work because of mental illness

$7.9 B

The economic cost of mental illness in Canada for health care system was estimated to be at least $7.9 billion

$6.3 B

An additional $6.3 billion was spent on uninsured mental health services and time off work that was not treated by the health care

Almost one half (49%) of those who feel they have suffered from depression or anxiety have never gone to see a doctor about this problem

By age 40, about 50% of the population will have or have had a mental illness.

1:3

1 in 3 Disability claims are related to mental illness

1:7

1 in 7 Canadians use health services for mental illness

Healthcare workers are 1.5 times more likely to be off work due to illness or disability than people in all other sectors. (Casselman 2013, June 18)

Chronic stress and burnout are common, and many health workers report a wide range of health conditions related to work-related stress including depression, anxiety, weight gain, substance abuse and even suicide. (Canadian Medical Association 2010)

COLLABORATIVE INITIATIVES

The Health Care Human Resource Sector Council promotes excellence in human resource innovation and builds capacity through collaboration with stakeholders. Over the years, the Council has developed a menu of career promotion and training options to respond to the needs of an extensive and diverse community of health and community services stakeholders, in keeping with technology and trends identified as effective for their organizations in the recruitment and retention of their workforce. Though there are many resources available to career practitioners, few are specific to the unique needs of the health and community care sectors who face the challenges of shortages and retention rates that impact the level of care in our Nova Scotia health and community care institutions.

CCA Career Brochure
Developed in collaboration with HANS, CCA Program and Dementia Understanding The Journey, with funding support through the Nova Scotia Department of Health and Wellness.
Consultant: Ruth Jeppesen

RCS Career Brochure
Developed in collaboration with the Nova Scotia Residential Agencies Association, with funding support by the Nova Scotia Department of Labour and Advanced Education Workforce Initiatives Division.
Consultant: Ruth Jeppesen
Though there are many resources available to career practitioners, few are specific to the unique needs of the health and community care sectors who face the challenges of shortages and retention rates that impact the level of care in our Nova Scotia health and community care institutions.

The Career Exploration Tools specific to health and community care careers, is a subproject of the A Resource for Nova Scotia Career Practitioners Working with Health and Community Care.

Under the direction of the stakeholder representatives Project Advisory group, Price MacDonald and Associates, consulted through survey and interviews, to inform the design of the Career Exploration Tool for use by job seekers considering careers in health and community care sectors in Nova Scotia. In addition, an environmental scan was undertaken to explore existing career exploration models relevant to the sectors.

The online tool is an attitudinal based self-assessment tool. It is an opportunity for individuals to determine for themselves if their skills, interests, preferred work style and values are a good fit for health and community care careers. The Career Exploration Tool is accessible on the Health Care Human Resource Sector Council web site www.hcsc.ca
# Statement of operations and changes in net assets

<table>
<thead>
<tr>
<th>Health Care Human Resource Sector Council</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Statement of operations and changes in net assets</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year ended March 31</th>
<th>Budget 2018</th>
<th>Actual 2018</th>
<th>Actual 2017</th>
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<tr>
<td><strong>Grant revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Immigration, Refugees and Citizenship Canada</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 305,840</td>
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<tr>
<td>Department of Labour and Advanced Education</td>
<td>165,072</td>
<td>165,077</td>
<td>127,500</td>
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<tr>
<td>Northwood’s Leadership Development Program</td>
<td>-</td>
<td>17,999</td>
<td>10,695</td>
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<tr>
<td>Compassion Fatigue Workshop</td>
<td>-</td>
<td>4,650</td>
<td>3,700</td>
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<td>Social Media Workshop</td>
<td>-</td>
<td>-</td>
<td>840</td>
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<tr>
<td>Working Mind Train the Trainer</td>
<td>-</td>
<td>28,062</td>
<td>-</td>
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<tr>
<td><strong>Direct expenses - contract services</strong></td>
<td>165,072</td>
<td>215,688</td>
<td>448,575</td>
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<tr>
<td>Health Canada - Federal project</td>
<td>-</td>
<td>-</td>
<td>(60,000)</td>
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<tr>
<td>Immigration, Refugees and Citizenship Canada</td>
<td>-</td>
<td>-</td>
<td>(254,410)</td>
</tr>
<tr>
<td>Working Mind workshop</td>
<td>-</td>
<td>(28,094)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Other revenue</strong></td>
<td>165,072</td>
<td>187,594</td>
<td>134,165</td>
</tr>
<tr>
<td>Department of Health and Wellness</td>
<td>-</td>
<td>9,226</td>
<td>11,573</td>
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<tr>
<td>Other income</td>
<td>-</td>
<td>141</td>
<td>3,480</td>
</tr>
<tr>
<td><strong>Net revenues after contract services</strong></td>
<td>165,072</td>
<td>196,961</td>
<td>142,218</td>
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<tr>
<td><strong>Expenditures</strong></td>
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<tr>
<td>Advertising, promotion and printing</td>
<td>3,905</td>
<td>827</td>
<td>3,125</td>
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<tr>
<td>Committee</td>
<td>3,750</td>
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<td>3,164</td>
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<td>Consultants</td>
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<tr>
<td>Insurance</td>
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<td>1,963</td>
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<td>Interest and bank charges</td>
<td>984</td>
<td>969</td>
<td>988</td>
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<td>Office</td>
<td>8,760</td>
<td>7,098</td>
<td>21,283</td>
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<tr>
<td>Professional fees</td>
<td>9,400</td>
<td>6,352</td>
<td>11,631</td>
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<tr>
<td>Rent</td>
<td>15,480</td>
<td>15,480</td>
<td>19,054</td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>85,366</td>
<td>84,709</td>
<td>93,956</td>
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<tr>
<td>Telephone</td>
<td>1,140</td>
<td>1,131</td>
<td>1,117</td>
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<tr>
<td>Travel</td>
<td>4,750</td>
<td>5,101</td>
<td>4,752</td>
</tr>
<tr>
<td><strong>Deficiency of revenues over expenditures</strong></td>
<td>166,285</td>
<td>203,736</td>
<td>216,197</td>
</tr>
<tr>
<td><strong>Net assets, beginning of year, as previously reported</strong></td>
<td>$ 224,458</td>
<td>$ 264,869</td>
<td></td>
</tr>
<tr>
<td><strong>Prior period adjustment (Note 3)</strong></td>
<td>($26,568)</td>
<td>-</td>
<td></td>
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<tr>
<td><strong>Balance, beginning of the year, as restated</strong></td>
<td>197,890</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Deficiency of revenues over expenditures</strong></td>
<td>($6,774)</td>
<td>($66,979)</td>
<td></td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td>$ 191,116</td>
<td>$ 197,890</td>
<td></td>
</tr>
</tbody>
</table>
BOARD OF DIRECTORS

CHAIR
Chris Van Zoost - Representing Nova Scotia Nurses Union

VICE CHAIR
Patricia Bland - Riverview Home Corporation

TREASURER / SECRETARY
Janice Jones - Representing Allied Health Professionals

PAST CHAIR
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Carol Gillis - QEII/Dalhousie School of Health Sciences
Kelsey MacLeod - Nova Scotia Department of Labour & Advanced Education
Kelly Kennedy-Pippy - Nova Scotia Community College
Jacqueline Rogers - Nova Scotia Department of Community Services
Mike White - Workers Compensation Board
Mohamed Yaffa - Nova Scotia Health Authority

OUR OFFICE

Janet Everest
EXECUTIVE DIRECTOR

Catherine Martin
ADMINISTRATION SUPPORT

Cheryl Smith
FINANCIAL SUPPORT

CONTACT US

Hawthorne Business Centre, 380 Bedford Highway, Halifax, NS B3M 2L4
Phone: (902) 461-0871 / Fax: (902) 445-9572
admin@hcsc.ca; www.hcsc.ca

Annual Report 2017-18
The Health Care Human Resource Sector Council is committed to working with the health care and community service sectors to contribute to a quality, sustainable human resource.

MISSION

The Health Care Human Resource Sector Council promotes excellence in human resource innovation and builds capacity through collaboration with stakeholders.

VISION

A diverse and sustainable health and community services workforce.